CLACKMANNANSHIRE COUNCIL

Report to:	**Housing, Health and Care Committee**

Date of Meeting:	**22 May 2014**

Subject:	**Housing & Community Safety Service Business Plan 2014 - 2015**

Report by:	**Head of Housing & Community Safety**

1.0 Purpose

1.1. This report presents the Housing & Community Safety Business Plan for 2014 - 15, the associated new three year Community Safety Strategy with delivery plan, and the progress against the targets contained in the 2013-14 service business plan.

1.2. The new Business plan is attached at Appendix A. Progress against targets in the current business plan can be found as appendix B. The updated three year Community Safety Plan and associated annual delivery plan is attached as appendix C.

2.0 Recommendations

2.1. Committee is asked to :-

2.1.1. note the Housing and Community Safety Business Plan 2014 -15, together with progress against targets in the current plan.

2.1.2. recommend to the Council approval of the new three year community safety strategy with delivery plan.

3.0 Background

3.1. The Business Plan is based on the priorities set out in the Single Outcome Agreement, and the Clackmannanshire Housing Strategy (CHS) 2012 – 2017. Progress against the CHS is discussed elsewhere on this committee agenda. The plan seeks to integrate into the Housing & Community Safety Service the functions previously delivered by the Revenues and Payments, and Facilities Management, Services.

3.2. The Business Plan includes the delivery plan setting out measureable actions. The majority of these measures are required to meet the statutory requirement to report on the Scottish Social Housing Charter. The targets have also been grouped against the Council's Priority Outcomes.

3.3. It will be noted that there are a number of key issues for the service. The main priorities will be to integrate the various parts of the business as agreed in budget to achieve synergy between the various teams, changing working practices to improve efficiency, and maximising income collection.

4.0 Risks

4.1. A risk assessment has also been undertaken by senior staff. These risks are included in the plan and monitored at management team meetings.

4.2. Health and Safety Risk management is also a standing item at team meetings.

5.0 Sustainability Implications

5.1. The investment made by the Service towards the energy efficiency of stock in all tenures, together with the fuel poverty advice and assessment carried out, greatly contribute to the reduction in carbon emissions.

6.0 Resource Implications

6.1. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes ☑

6.2. Finance have been consulted and have agreed the financial implications as set out in the report.   Yes ☑

7.0 Exempt Reports

7.1. Is this report exempt?   Yes ☐   No ☑

8.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☑)

The area has a positive image and attracts people and businesses	☑
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☑
The Council is effective, efficient and recognised for excellence	☑

(2)   **Council Policies** (Please detail)

9.0   Equalities Impact

9.1.   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☑   No ☐

10.0   Legality

10.1.   It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.   Yes ☑

11.0   Appendices

11.1.   Appendix A - Housing & Community Safety Business Plan 2014 – 15

11.2.   Appendix B – Housing & Community Safety Business Plan – Progress against targets 2013-14

11.3.   Appendix C - Housing and Community Safety Strategy 2014-17

12.0   Background Papers

12.1.   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered).
Yes ☑ (please list the documents below)   No ☐

12.2.   Clackmannanshire Housing Strategy 2012 - 2017   (October 2012)

12.3.   Housing Revenue Budget 2013/14 and Capital Programme 2013/14 (February 2013)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ahsan Khan	Head of Service	2472
Jennifer Queripel	Service Manager	2475
Susan Mackay	Service Manager	2047
Kenny Hutton	Service Manager	
Willie McLauchlin	Service Manager	

Approved by

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Housing & Community Safety	Signed: A Khan
Garry Dallas	Director of Services to Communities	Signed: G Dallas

Housing & Community Safety
service plan 2014-15

Making Clackmannanshire Better

1 SERVICE OVERVIEW

1.1 MISSION & OBJECTIVES

To provide the people of Clackmannanshire with high quality affordable housing, excellent services and safe communities, whilst maximising the income available to the Council to meet its objectives

Key Objectives

- To develop, support and motivate colleagues to achieve excellence in all we do, further building on our "Customer Service Excellence" accreditation.
- To seek further opportunities for effective and efficient models of service provision in support of Making Clackmannanshire Better.
- To ensure the viability of our services in meeting the challenges of welfare reform and ongoing economic difficulties.
- To work with our customers, and to put them at the centre of our decision making.
- To maximise income collection from all sources to fund the provision of quality services across all services.

1.2 Purpose

The purpose of this business plan is to set the direction for the Housing, Revenues and Community Safety service to deliver the Council's vision of *Making Clackmannanshire Better*. It sets out the key strategies and actions that will take the service in the desired direction and help ensure that budget decisions reflect what is most important for our customers.

The service is focussed on helping to achieve the priority outcomes listed in the Clackmannanshire Single Outcome Agreement. Three distinct areas of operation can be summarised as follows: -

1. Housing Services: landlord services including repairs and income collection to approximately 5,000 properties across Clackmannanshire, and strategic housing planning and investment.

2. Revenues, Benefits and Advice: Collection of council tax and other sources of income; and distribution of benefits.

3. Community Safety: Development of the strategy and actions to make Clackmannanshire safer, working with Police Scotland and other partners in the Alliance to co-ordinate its implementation. This business plan, in common with all other Council service business plans, commits to making the necessary resources available to improve community safety working through the Local Community Planning Group.

Figure 1. Business Plan relationship to other Strategies.

Business Planning Structure

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┌─────────────────────────────────────────────────────────────┐
│      Clackmannanshire Single Outcome Agreement 2013-23        │
└─────────────────────────────────────────────────────────────┘
                              │
┌─────────────────────────────────────────────────────────────┐
│  Taking Clackmannanshire Forward - Corporate Priorities 2012-17 │
└─────────────────────────────────────────────────────────────┘
                              │
┌─────────────────────────────────────────────────────────────┐
│      Clackmannanshire Local Housing Strategy 2012-17          │
└─────────────────────────────────────────────────────────────┘
                              │
        ┌────────────────────┐       ┌────────────────────────┐
        │ Service Business   │       │ Strategic Housing       │
        │ Plan 2014-15       │       │ Investment Plan 2013-18 │
        └────────────────────┘       └────────────────────────┘
        ┌────────────────────┐       ┌────────────────────────┐
        │ Tenant Participation│      │ Community Safety        │
        │ Strategy 2014-17   │       │ Strategy 2014-17        │
        └────────────────────┘       └────────────────────────┘
        ┌────────────────────┐       ┌────────────────────────┐
        │ HRA Financial      │       │ Charter Outcome         │
        │ Business Plan      │       │ Priority Actions 2014/15│
        │ 2014/15 & 30-year  │       └────────────────────────┘
        │ cash flow          │
        └────────────────────┘
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This service business plan is based on two key corporate documents: Clackmannanshire Single Outcome Agreement 2013-23; and Taking Clackmannanshire Forward - Corporate Priorities 2012-17, and the Clackmannanshire Housing Strategy (CHS) 2012-17 which sets out the Council's strategic priorities for housing across all tenures in Clackmannanshire over a five-year period and is delivered in partnership with other agencies and services. CHS actions for 2014/15 are a key component of this service business plan.

Regulation

The Scottish Housing Regulator monitors and assesses the performance of Clackmannanshire Council as a landlord against the Scottish Social Housing Charter.

Self-assessment of each Charter Outcome and related improvement actions is lead by a member of the Housing Management Team.

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Social Care and Social Work Improvement Scotland (SCSWIS) scrutinises the performance and quality of Clackmannanshire Council's Housing Support team. The team is registered as a housing support provider with the Care Inspectorate in accordance with the Public Services Reform (Scotland) Act 2010, Part 5.

Audit Scotland, the Scottish Government and Department of Work and Pensions monitors and assesses performance of the Council's revenues collection and benefits administration ensuring that its statutory functions are fulfilled timeously and accurately.

Audit Scotland's Assurance and Improvement Plan 2014–17 for the Council notes,

> "The council has identified the main issues facing them with regards to homelessness applications and action plans are in place and are being monitored by SHR. The council's performance was better than the national average with regards to the amount of rent arrears owed in 2012/13 (5.4 per cent compared to 6.8 per cent nationally). The council is well ahead of the national average for properties that meet the Scottish Housing Quality Standard. The LAN does not have any immediate concerns with regards to the council's performance in any areas of housing and homelessness. An on-site examination of the council's systems and progress was conducted in March 2014 by SHR. This found the Council's data gathering and systems were robust and the reported progress against the Scottish Housing Quality Standard was reliable. As a result, no further engagement is proposed. The LAN will monitor the council's performance during 2014/15 with regards to its plans to improve its homelessness service and on rent arrears. This monitoring will be fed into the shared risk assessment process for the AIP in 2015. No specific scrutiny activity."

1.2   SERVICE STRUCTURE

Figure 3: Service Structure*
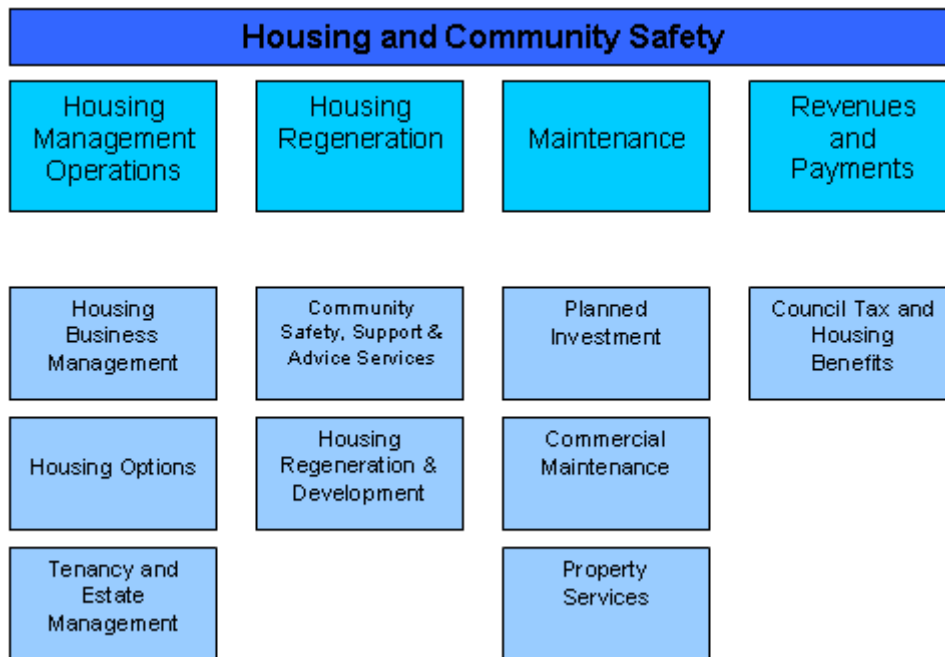
* in common with all council services further integration / streamlining of the structure is anticipated during the plan period.

1.3   BUDGET

The Housing Revenue Account budget is ring-fenced, with income coming from rents, and expenditure legally restricted to be used for the tenants' benefit. A thirty year business plan was agreed following consultation with our tenants and residents.

HRA REVENUE BUDGET	2014/15 £'000
Repairs and maintenance	£5,034
Supervision and management	£3,924
Capital Finance charges	£3,052
Other	£1,217
Total Gross Expenditure Budget	**£13,227**
Total Income	£17,300
Surplus (deficit)	£4,073
Capital funded from current revenue surplus & reserves	£6,385
HRA Uncommitted Reserves	£688
HRA Total Outstanding Borrowing	£31,092

HRA CAPITAL BUDGET	2014/15 £'000
New build	£2,459
SHQS	£150
Secondary Building Elements	£1,205
Energy efficiency	£937
Modern facilities	£2,607
Healthy, safe and secure	£869
Non-SHQS	£1,085
Total Capital Investment	**£9,312**
Estimate House Sales to support Capital Investment	£680
Borrowing to support Capital Investment	£2,247

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Expenditure on Community Safety and Housing Strategy is met by the general fund.

GF REVENUE BUDGET	2014/15 £'000		GF Housing CAPITAL BUDGET	2014/15 £'000
Strategic Housing Costs	£775		Alva Glen	£897
Homeless Accommodation & Strategy	£135		The Orchard	£372
Private Sector Housing	£298		CCTV	£58
Housing Benefits	£684			
Community Safety Budget	£100			
Anti-social behaviour	£138			
CCTV Maintenance	£174			
Total Housing GF Budget	**£2,304**		**Total Capital Grant Budget**	**£1,327**

FM / PCU budget

HRA INCOME AND EXPENDITURE REVENUE BUDGET	£,000s		GF CAPITAL BUDGET	£,000s
Staff	£3,917		Staff	£1,263
Costs of works	£1,285		Costs of works	£321
Central support charges	£226		Central support charges	£136
Total Budget	**£5,247**		**Total**	**£1,720**
Income	**£4,715**		**Income**	**£1,179**

Revenues and Advice

Revenue Budget	£000		Capital Budget	£000
Employee costs	1,083		Welfare Reform	100
Supplies and services	273			£
Third party payments	443			£
	1,803			£
Grant Income	£601			£
Total Budget	**£1,202**		**Total**	**£ 100**

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2 KEY ISSUES FOR THE SERVICE

The key issues for the Housing and Community Safety service were identified by service managers through SWOT and PESTLE analysis, and by analysis of the independent tenant satisfaction survey completed in 2013. Issues identified as a priority have been risk-assessed and will be managed by named service leaders:

- Complete the integration of housing, community safety, repairs and revenues colleagues, engaging them in the redesign of our services using a systems thinking approach.
- Maximise the collection of income from all sources, and minimising irrecoverable debt.
- Mitigate the impacts of welfare reform.
- Implement the actions arising from the tenant satisfaction survey.
- Have our "housing options" service recognised as first class and a model of best practice.
- Make better use of our own housing stock and seeking flexible solutions to meet customer needs and aspirations, maximise income and reduce costs, through sustainable projects.
- Ensuring our properties are safe, secure and desirable, meeting the SHQS and future standards including EESSH, working to reduce fuel poverty.
- Make best use of our new build programme, seeking to develop new projects in partnership with others, in particular our colleagues in social services (and health) to achieve better outcomes for service users and cost savings.
- Maximise the Government grant allocation to Clackmannanshire, ensuring the housing programme allocation is achieved on time and budget.
- Support our colleagues to improve well-being and maximise attendance.
- Raise the profile of community safety within the Council, and actively support police and other colleagues to deliver a MATAC (multi-agency tactics and co-ordination) to make Clackmannanshire safer, and to improve outcomes for those experiencing anti-social behaviour.
- Improving sustainability of tenancies and communities through delivery of intensive housing management service.

Strengths and opportunities were considered to help mitigate service risks and will be used to develop and improve existing service delivery.

With the merger of revenues collection and property maintenance with housing and community safety the number of staff in the service has trebled. The key operational challenge will be the integration of these staff teams currently under three different Heads of Service, into one efficient, customer focussed, high performing team. At the same time, opportunities will be explored to contribute to the corporate objective of managed contraction.

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

We place our customers at the heart of our business. The Housing and Community Safety service has a statutory duty to involve tenants and stakeholders in the planning and decision-making process.

Extensive consultation methods are in place, built around the Scottish Social Housing Charter Outcomes.

The service is committed to delivering high standards of customer service through the Clackmannanshire Council Customer Charter and these are verified through Customer Service Excellence (CSE) accreditation (since 2011).

We discuss our plans and strategies in advance with our stakeholders and agree the final documents with them. Engagement methods include:

- Regular and independent tenant satisfaction survey (last one 2013)
- Financial and Officer support for independent Tenants' and Residents' Forum
- "Estate Walkabouts" with residents and elected members
- Ongoing customer satisfaction surveys through a variety of means, including telephone, face-to-face and online
- Evening meetings, presentations and forums
- Contributions in "Clackmannanshire View", the Council's customer newspaper
- New tenant visits, encouraging personal contact
- Using complaints and enquiries as learning opportunities.

3.2 SUPPORTING AND DEVELOPING STAFF

The Housing and Community Safety service recognises that people must be equipped with the knowledge, skills and management support to do their job well.

Many staff hold professional qualifications (e.g. Diploma in Housing Studies) with others encouraged to study.

In line with the Clackmannanshire Council People Strategy 2013-17, the service ensures that all staff have an annual Performance Review and Development (PRD), ongoing one-to-ones, based on the PRDs, regular staff conferences and service-wide meetings, as required. A Service training plan has been produced based on Learning and Development needs identified at PRDs, specific areas of training involve staff in design and delivery to fit work based needs.

Staff at all levels attend national seminars and training events to ensure that we learn from others and that we provide services that meet relevant legislation and best practice. We

ensure appropriate representation on various best practice forums and national bodies, including the Association of Local Authority Chief Housing Officers (ALACHO), Association for Public Sector Excellence (APSE), Chartered Institute of Housing (CIH), Scottish Housing Best Value Network (SHBVN) and the Tayside, Central, Fife Housing Hub.

Regular team meetings are held and there is a full service, monthly core brief session, which includes a service update newsletter to which all teams can contribute. The "Core Brief" presents the opportunity of sharing information and communicating performance information. These monthly sessions are also used for training and awareness sessions to enhance people skills and knowledge.

Housing staff are involved in service improvements, service planning and service delivery through a variety of internal and external working groups. These include:

- Local Community Planning Partnership Group
- MATAC group
- CSE Working Group
- Welfare Reform Working Group
- Drug and Alcohol Partnership
- Mental Health Partnership
- Corporate Parenting Group
- Health and Wellbeing Partnership
- Business Skills and Jobs Partnership
- MAPPA Management Group
- Community Alliance
- Tayside, Fife and Central Hub (Housing Options)
- SHBVN Forums (including providing the chair of SHBVN)
- APSE Building & Housing Advisory Group (including providing the chair of this group)
- Sustainability and Climate Change Strategy Working Group
- CIH Policy Practice Groups
- Council-specific self-assessment models
- Local Support Service Delivery Forums
- Local Employability Partnership
- DWP, IRRV and COSLA Forums

All staff are encouraged to complete the Council-wide staff survey. Outcomes of the staff survey are analysed within the service with key improvement areas identified and monitored.

The Housing Support Team has its own registration with Social Care and Social Work Improvement Scotland (SCSWIS) and is required to follow the Regulation of Care Regulations 2002 and the Scottish Social Services Council Code of Practice.

3.3 MANAGING SERVICE PERFORMANCE

The Head of Housing and Community Safety represents the service on the Council's Management team.

Challenging targets for the year are set, based on the Social Housing Charter and Corporate priorities.   These targets can be found in appendix 1.

Progress against these targets and this business plan is scrutinised by the Council's Housing, Health and Care Committee at regular intervals throughout the year.

The service self-assesses against the Scottish Social Housing Charter Outcomes and monitors performance against Charter and Director of Finance performance indicators. This evidence will be scrutinised by the Scottish Housing Regulator, DWP and Audit Scotland and any subsequent improvement action identified will be implemented by the service, as priority.

Performance is also monitored through a variety of other methods, including

- Corporate and service risk review
- Feedback from customers and staff
- Analysis of service key performance results (including benchmarking)
- CIM self-assessment
- The Council's Annual Governance Statement and the service Governance Improvement Plan
- The Corporate Business Transformation Programme, Making Clackmannanshire Better (MCB)
- CHS progress reporting to Clackmannanshire Alliance
- CSE annual / rolling programme assessment
- Scottish Social Housing Charter self assessment
- Director of Finance performance indicators
- Care Inspectorate self-assessment
- Internal and external audit recommendations
- Statutory Performance / Local Government Benchmarking Framework indicators
- Budget monitoring
- Budget Challenge process
- Analysis of inspection reports
- APSE Performance Networks
- Repairs and Revenues Service Balanced Scorecard
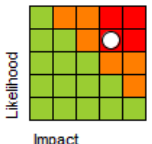
All areas of the service's performance monitoring approach are supported by the Covalent performance management system. Service Managers and Team Leaders are assigned responsibility for performance in key areas of the business. Progress is monitored through service and operational team meetings.   Results are published both internally and externally and reviewed on a regular basis by senior management.   Performance information is cascaded down through team briefings.

An annual budget review process and a thirty-year cash flow is also used to help ensure business cases are robust, and decisions are based on sound financial information.

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KEY TO SYMBOLS

PIs		
Status	**Short Term Trends**	**Long Term Trends**
Compares actual performance with target	Compares actual performance with most recent previous	Compares actual performance with previous over the longer term
🛑 Alert	⬆ Performance has improved	⬆ Performance has improved
⚠ Warning	▬ Performance has remained the same	▬ Performance has remained the same
✅ OK (performance is within tolerance limits for the target)	⬇ Performance has declined	⬇ Performance has declined
❓ Unknown	❓ No comparison available - May be new indicator or data not yet available	❓ No comparison available

ACTIONS
Expected Outcome
✅ Meet target/complete within target dates
⚠ Will complete, but outwith target
❌ Fail to complete or cancelled

RISKS	
Current Rating = Likelihood x Impact (1 - 5)	**Status**
	🛑 Rating 16 and above
	⚠ Rating 10 to 15
	✅ Rating 9 and below
The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	

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Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
	CORPORATE PRIORITY OUTCOME					
	1) The area has a positive image and attracts people and businesses					
HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	-	-	83%	-	J. Queripel
HMO ALL 005	Average length of time taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	33	40	40	39	F.Abercrombie; J. Queripel
HMO ALL 013	The percentage of new tenants satisfied with the lettable standard when moving in - used for SHBVN & report to tenants	99%	100%	96%	98%	F. Abercrombie; J. Queripel
HMO ALL 041	Total number of lets (including new builds and OTS)	383	352	461	N/A	C. Bowden; J. Queripel
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.	-	-	51.73%	45%	C. Bowden; J. Queripel
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock	352	426	401	N/A	C. Bowden; J. Queripel
HMO ALL 071	The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained lettable stock.	-	-	0.08%	N/A	C. Bowden; J. Queripel
HMO TEM 074	% of factored owners satisfied with the factoring service they receive	-	-	-	70%	K. Hutton; S. White

CORPORATE PRIORITY OUTCOME

2) Our communities are more cohesive and inclusive

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
FAM HPI 005	The proportion of the council's housing stock brought up to the Scottish Housing Quality Standard.	89%	92%	98%	100%	Owen Munro
HMO TEM 070	% of court actions initiated which resulted in eviction	-	-	7.62%		J. Queripel; J Strain
RGN ACC 021	Avg Cost of non HL2 TA per week - Gypsy/Travellers pitch		£56.14	£56.28	£85.00	Kenny HUtton; Julie Strain
RGN ASN 002	% Satisfaction with management of Gypsy/Traveller site	-	-	100%	100%	Julie Strain

Covalent code	Action	Impact	By when	Project Budget	Lead
HCS SBP 035	Complete the Door Entry installations in Mixed Tenure blocks to ensure that all Council owned stock meets the Scottish Housing Quality Standard (SHQS) by 31 March 2015.	Ensuring our properties are safe, secure and desirable.	31-Mar-2015		W. McLaucghlin; S. White
HCS SBP 037	Fully implement Property Factoring Service in accordance with legislation	Delivering an effective factoring service to owners in mixed tenure blocks, ensuring good block maintenance and financial contribution by owners.	31-Dec-2014		K. Hutton; S. White
HCS SBP 048	Progress the bathroom replacement programme sufficiently in 2014/15 to enable the bathroom programme and Clacks Standard to be completed in 2016/17	Work towards achievement of the Clacks Standard during 2016-17	31-Mar-2015		W. McLaucghlin

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CORPORATE PRIORITY OUTCOME

4) Our communities are safer

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
HMO TEM 042	No. of Acceptable Behaviour Agreements issued by the Tenancy Management Team and signed by tenants for ASB/Tenancy issues.	13	20	24	25	J. Queripel; J Strain
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	-	-	74.7%	80%	J Strain

CORPORATE PRIORITY OUTCOME

5) Vulnerable people and families are supported

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RAP CTA 024	Discretionary Housing payments made as a percentage of budget total.	100%	100%	100%	100%	S. Mackay
FAM HPI 041	% of approved applications for medical adaptations completed during the reporting year			80.85%		W. McLaucghlin
FAM HPI 042	Average time to complete medical adaptation applications			66.95 days		W. McLaucghlin
HMO ALL 043	Percentage lets to statutory homeless applicants	47 %	36 %	39 %	40%	C. Bowden
HMO TEM 031	The proportion of all lets to those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months.	86.1%	89.82%	88.35%	90%	J. Queripel; J Strain
HMO TEM 033	The proportion of lets to Homeless priority applicants where the tenancy was sustained for a period of at least 12 months.	90%	85%	86%	87%	J. Queripel; J Strain
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR)	-	-	91.89%	92%	J. Queripel; J Strain
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)	-	-	82.4%	84%	J. Queripel; J Strain
HMO TEM 058	Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List - WL	-	-	88%	90%	J. Queripel; J Strain
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason.	-	-	100%	100%	J. Queripel; J Strain
RGN AOR 001	% of households requiring TA to whom an offer was made	100%	100%	99.2%	100%	J Strain
RGN AOR 002	% of TA offers refused - Total			10.93%		J Strain
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation			92.31%		J Strain
RGN ATA 201	Avg length of stay Homeless TA - LA ordinary dwelling			12.5 weeks		J Strain
RGN ATA 202	Avg length of stay Homeless TA - Housing Association/ RSL Dwelling			27.20		J Strain
RGN ATA 206	Avg length of stay Homeless TA - Bed & Breakfast			9.80weeks		J Strain
RGN ATA 208	Avg length of stay Homeless TA - Private Sector Lease			34.00 weeks		J Strain

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Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RGN ATA 209	Avg length of stay Homeless TA - other LA			2.20 days		J Strain

Covalent code	Action	Impact	By when	Project Budget	Lead
HCS SBP 038	Complete operational plan for provision of interim accommodation at Hallpark to enable the first residents to move in.	Homeless applicants receive support whilst in temporary accommodation to learn independent living skills to maintain a secure tenancy.	31-Jul-2014		J Strain
HCS SBP 039	Optimise the outcomes achieved from our new build programme through partnership delivery programmes, particularly with Social Services.	Achieve better outcomes for service-users and achieve cost savings.	31-Dec-2014		K. Hutton; S. White
HCS SBP 044	Implement a Rent Bond Guarantee Scheme and family mediation services to further complement the Housing Options service.	More options are available to help people threatened by homelessness.	31-Mar-2015		F.Abercrombie

CORPORATE PRIORITY OUTCOME

8) The environment is protected and enhanced for all

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
FAM HPI 013	15iii) The number and proportion of the council's housing stock brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage	99.49%	99.96%	99.96%	100%	Owen Munro

CORPORATE PRIORITY OUTCOME

9) The Council is effective, efficient and recognised for excellence

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RAP CTA 001	Council Tax Collected Within Year	95.20%	95.30%	94.73%	95.40%	S. Mackay
RAP CTA 007	Non Domestic Rates in year collection rate	96.9%	98%	97.66%	98.2%	S. Mackay
RAP CTA 011	Sundry debt in year collection	83.73%	83.62%	73.15%	83%	S. Mackay
RAP CTA 019	Sundry Debt collection rates > 90 days	42.24%	39.30%	37.01%	35%	S. Mackay
RAP CTA 020	Number days taken on average to process new benefits claims	26	32	58	30	S. Mackay
RAP CTA 021	Number of days taken on average to process changes to benefits claims	8	9	4	8	S. Mackay
RAP CTA 022	Percentage of applications to Local Social Fund processed within 2 days (Crisis grants)	-	-	100%	100%	S. Mackay

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RAP CTA 023	Percentage of applications to Local Social Fund processed within 28 days (Community Care Grants)	-	-	TBC	100%	S. Mackay
HCS CUS 048	% of tenants who moved in within the last 12 months satisfied with their home.	-	-	77%	-	M Sharp
HCS CUS 049	% of tenants who have had repairs or maintenance within the last 12 months satisfied with the repairs and maintenance service.	-	-	88%	-	M Sharp
FAM HPI 001	% Properties with Current Gas Safety Certificate	100%	100%	100%	100%	I. Inglis
PRF PRO 005	Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs	-	-	1.91 hrs (i)6779 (ii)12961	4 hours	J. Pearcy
PRF PRO 006	Average Length of Time Taken to Complete Non-Emergency Repairs (i) The total number of non-emergency repairs completed in the last year (ii) The total number of working days to complete non-emergency repairs	-	-	6.74 days (i)15,430 (ii)103,952	10 days	J. Pearcy
PRF PRO 007	Percentage of reactive (non-emergency) repairs completed right first time during the reporting year (i) Number of reactive repairs completed right first time during the reporting year (ii) Total number of reactive repairs completed			87.1% (i)11,448 (ii)15,430	89%	J. Pearcy
PRF PRO 008	Percentage of repairs appointments kept (i) Do you operate a repairs appointment system Y/N? (ii) Number of reactive repairs appointments made in the last year (ii) The number of appointments kept in the last year	-	-	No	95%	J. Pearcy
HCS CUS 001	% tenants satisfied with the overall service provided by their landlord	-	-	90.94%	-	M Sharp
HCS CUS 002	% tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	-	-	79%	-	M Sharp
HCS CUS 004	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	-	-	81%	-	M Sharp
HCS CUS 007	Percentage of tenants who feel the rent for their property represents good value for money	-	-	80%	-	M Sharp
HCS CUS 016	Percentage of Councillor enquiries dealt within timescale	93.02%	92.44%	97.06%	98%-	A. Khan
HCS CUS 036	Percentage of first stage complaints to Housing and Community Safety responded to in full	-	-	100%	100%	A. Khan
HCS CUS 037	Percentage of first stage complaints to Housing and Community Safety that were upheld	-	-	31.03%	N/A	A. Khan

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
HCS CUS 038	Percentage of first stage complaints to Housing and Community Safety that were responded to within SPSO timescales.	-	-	89.66%	100%	A. Khan
HCS CUS 045	Percentage of second stage complaints to Housing and Community Safety responded to in full	-	-	100%	100%	A. Khan
HCS CUS 046	Percentage of second stage complaints to Housing and Community Safety that were upheld	-	-	33.33%	N/A	A. Khan
HCS CUS 047	Percentage of second stage complaints to Housing and Community Safety that were responded to within SPSO timescales.			100%	100%	A. Khan
HCS PPL 001	% Sickness Absence Housing & Community Safety	6.06%	4.59%	4.91%	5.0%	A. Khan
HMO ALL 035	The level of rent loss due to houses remaining empty when they are available for letting.	0.69%	0.71%	0.86%	0.8%	F.Abercrombie
HMO ALL 072	% of existing tenants satisfied with the quality of their home	-	-	88%	88%	M Sharp
HMO TEM 010	Rent collected as percentage of total rent due in the reporting year (i) The total amount of rent collected in the reporting year (ii) The total amount of rent due to be collected in the reporting year (annual rent debit)	-	-	95.86%	96.00%	S. Mackay
HMO TEM 011	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (i) The total value (£) of gross rent arrears as at the end of the reporting year (ii) The total rent due for the reporting year	-	-	7.03%	6.00%	S. Mackay
HMO TEM 001	Current tenant arrears as a percentage of net rent due	5.26%	5.41%	6.58%	6%	S. Mackay
RAP CRD 001	Payment of suppliers within 30 days	86.0%	82.9%	84.1%	86%	S. Mackay
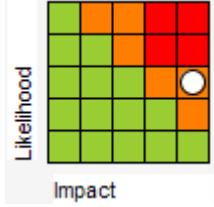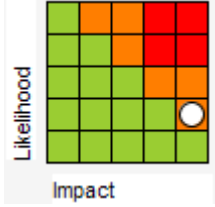
Covalent code	Action	Impact	By when	Project Budget	Lead
HCS SBP 031	Procure and implement a lean systems thinking approach to key service processes.	To eliminate waste and focus on added-value for the customer; reduce costs; increase skills and expertise through accredited training for staff; and improve quality and performance in-line with the Council's MCB model.	31-Mar-2015		J. Queripel
HCS SBP 032	Maximise income for individuals, the service and the Council	Debt is reduced and meet agreed Council priorities.	31-Dec-2014		S. Mackay
HCS SBP 043	Establish a framework to implement the new guidance on the Operation of Local Authority Housing Revenue Accounts (HRAs) in Scotland.	Compliance with Govt Guidance. Tenants receive maximum benefit for their rents and best standards of service. Promotes consistency, transparency and efficient use of resources so tenants better understand how their housing service is delivering benefit to them and at what cost, in-line with the Scottish Social Housing Charter.	31-Dec-2014		M Sharp
HCS SBP 047	Review HRA assets to establish those that provide a positive financial return.	Streamline and utilise HRA assets to achieve best value for tenants.	31-Mar-2015		M Sharp
HCS SBP 049	The Council's Repairs Policy is reviewed and revised.	Clear standardised guidance that meets legislative and health & safety requirements.	31-Mar-2015		W. McLaughlin
HCS SBP 050	Complete the tenant appointment and dynamic scheduling system.	Improve efficiencies in service delivery and better manage customer demand and expectations.	31-Mar-2015		W. McLaughlin
HCS SBP 052	Complete modernisation of Kelliebank Amenity Block and embed new ways of working.	The working environment makes staff feel better valued, improves staff wellbeing and aims to maximise attendance at work.	31-Mar-2015		W. McLaughlin

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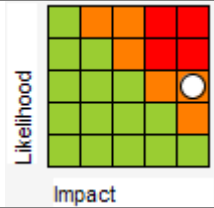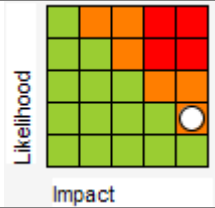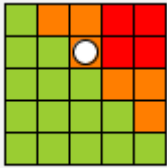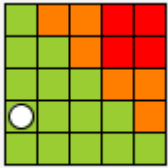
Risks
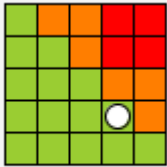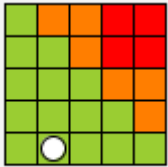
ID & Title	COU CRR 032	Council & Community Impact of Welfare Reform	Approach	Treat	Status	🛑	Managed By	Julie Burnett; A. Khan	Current Rating	20	Target Rating	20

Description	The scale of the welfare reforms will have an massive impact on Clackmannanshire Council and its residents. The main thrust of the reforms is to reduce expenditure within the welfare budget. The impacts have been assessed as removing between £8 million to £10 million per annum from the local economy.		
Potential Effect	Some changes have already been implemented, others to be introduced from April 2014. The changes that are impacting already relate to Housing, Incapacity and Council Tax benefits, Tax Credits and the Social Fund moving from the Department of Work & Pensions to Councils. Future changes relate to a benefits cap, Disability Living Allowance, Universal Credit, the uprating of benefits by Consumer Price Index instead of Retail Price Index or by rent increases, and various adjustments, such as limiting Child Benefit. This means the Council must provide new services when funding and budgets are limited, with potential reputational, budget and staffing implications. The impact of the transfer to Universal Credit is not yet quantified.		
Related Actions	HCS SBP 018 — Review tenant rent levels for different types and sizes of properties, in partnership with Revenues Services.	Internal Controls — Welfare Reform Working Group	
	HMO ALL 002 — Implement new Allocations Policy	Allocations Policy	
	HMO TEM 002 — Implement risk assessment and early intervention framework for those at risk of tenancy failure.	Discretionary Housing Payment Policy	
		Crisis & Community Grants	
Latest Note	A multi-agency group are working to produce action plans, member briefings have been held and an aide memoir produced. Briefings and presentations have also been made to staff, the Tenants' Federation, the Private Landlord Forum and local Members of Parliament. These are included in the communication strategy to inform customers and ensure they are advised and supported. Officers are also playing a leading role in advising both COSLA (Convention of Scottish Local Authorities) and Scottish Government on the proposed changes and learning/sharing best practice with other Councils and organisations. Clacks Works employability services and the Housing Money Advice Team (which has doubled in size) work to mitigate this risk but we are yet to see the impact of Universal Credit.		
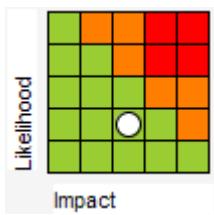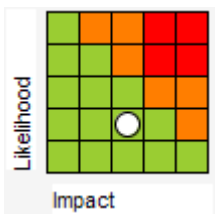
ID & Title	HCS SRR 005	Welfare Reforms	Approach	Treat	Status	🛑	Managed By	S. Mackay	Current Rating	20	Target Rating	15

Description	Continued Welfare Reforms		
Potential Effect	Tenants, applicants, staff, people in the community and the Council as a whole will be affected by this risk. People on a reduced income will have an inability to pay rent, council tax, and other council services. There will be a reduction in cash within the local economy, which will affect shops businesses etc. Impacts on income to HRA - need to find capital and revenue budget e.g projects such as new build cannot proceed.		
Related Actions	HCS SBP 034 — Integrate housing, community safety, repairs and revenues functions.	Internal Controls — Welfare Reform Working Group	
	HCS SBP 040 — Maximise staff attendance and improve staff wellbeing at work	Business Planning Process	
Latest Note			
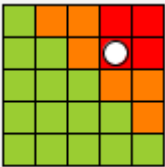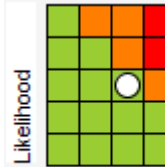
ID & Title	COU CRR 005	Failure to Respond to Changing Needs	Approach	Treat	Status	⚠️	Managed By	Nikki Bridle	Current Rating	15	Target Rating	10
Description	The Councils fails to effectively or efficiently redesign services both externally (such as in response to the 'ageing population') or internally (such as embracing 'new ways of working') due to not predicting or acting on predictions of changing demographics, needs or behaviours or through ineffective change management.											
Potential Effect	Inappropriate allocation of resources and assets, misalignment of corporate objectives with customer or staff needs, lack of clarity of purpose for staff resulting in low morale, decreased productivity or poor customer service, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to situations that have not been planned for.											
Related Actions	SCS CUS 002	Develop a revised Corporate Customer Service Strategy			Internal Controls		Communications Strategy					
	SCS SAP 020	Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better					Community Engagement Process					
							Making Clackmannanshire Better Programme					
Latest Note	Improvements in community engagement and work towards the Customer Service Excellence (CSE) standard is ongoing across all services and the volume and integrity of information on customer insight, performance and demographics is improving. Further work is, however, required to demonstrate whether and how this information is used to inform decisions on service redesign, improve change management practices to ensure implementation is effective and efficient, and that staff and customers are fully aware of why and how changes are being made.											
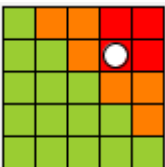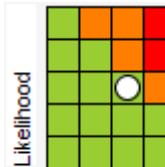
ID & Title	HCS SRR 001	Staff Health and Safety	Approach	Treat	Status	⚠️	Managed By	A. Khan	Current Rating	15	Target Rating	10
Description	Risk to personal safety of staff involved in providing the servcie.											
Potential Effect	Sickness absence, high staff turnover, poor morale, poor performance, increased costs.											
Related Actions					Internal Controls		Annual Risk Assessments Training Registers					
Latest Note	Health & Safety Risk Assessments carried out for all staff and regular item on Team Meeting agendas.											

ID & Title	HCS SRR 006	Poor budget control	Approach	Treat	Status		Managed By	A. Khan	Current Rating	12	Target Rating	2
Description	Key priorities are not met due to poor budget control											
Potential Effect	*Poor programming of key works;* *key priorities not met;* *Reputational Risk;* *Failing to meet Scottish Housing Regulator chartered outcomes; and* *Poor customer feedback / relationship.*											
Related Actions	HCS SBP 034	Integrate housing, community safety, repairs and revenues functions.			Internal Controls		Risk Management Strategy					
							Business Planning Process					
							Housing Revenue Account Business Plan					
Latest Note												

ID & Title	HCS SRR 004	Failed objectives	Approach	Treat	Status		Managed By	A. Khan	Current Rating	8	Target Rating	2
Description	Service fails to meet its objectives.											
Potential Effect	Increased commitments and demands upon staff; Increased sickness absence; Poor morale; Reduced performance; Not meeting customer needs and expectations; and Not meeting needs and expectations of community stakeholders, such as Tenants Federation and Community Councils											
Related Actions					Internal Controls		Local Housing Strategy					
	HCS SBP 031	Complete tender process to source a supplier to analyse performance data and deliver training to staff on Lean Systems Thinking					Performance Review & Development Process					
	HCS SBP 034	Integrate housing, community safety, repairs and revenues functions.					Budget Strategy					
	HCS SBP 040	Maximise staff attendance and improve staff wellbeing at work					Budget Challenge & Financial Monitoring Processes					
							Scheme of Delegation					
							Housing Revenue Account Business Plan					
							Tenant Participation Strategy					
Latest Note												

ID & Title	HCS SRR 009	Reduction in income from Council Tax	Approach	Treat	Status	✅	Managed By	S. Mackay	Current Rating	6	Target Rating	6
Description		Council Tax collection rates fall from wider impacts on wages and economy, and other pressures on service.										
Potential Effect		Council is unable to meet its commitments and additional service reductions is then required. Reputational risk; and Poor customer feedback / relationship.										
Related Actions		1. Complete Sheriff Officer retender and maximise use of third party recovery for all debts. 2. Introduce CARS. 3. Introduce payment card (Allpay/Paypoint). 4. Increase uptake of Direct Debt for all income streams. 5. Provide online access to Council Tax balances for customers. 6. Improve reporting capabilities of Council Tax system			Internal Controls		Corporate Recovery and Write Off Policy, established billing, collection and recovery procedures, embedding rigorous performance management and monthly performance monitoring					
Latest Note												

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ID & Title	HCS SRR 007	Increasing Single person households	Approach		Status	⬡	Managed By	J. Queripel	Current Rating	16	Target Rating	9
Description	Unable to meet needs of single person households looking for housing in the social rented sector											
Potential Effect	Increase in people being placed in Bed and Breakfast accommodation (associated costs); Failure to meet statutory requirement to provide homeless people with settled accommodation											
Related Actions	HCS SBP 044	Implement a Rent Bond Guarantee Scheme and family mediation services to further complement the Housing Options service.			Internal Controls							
Latest Note												

ID & Title	HCS SRR 008	Decreasing rent and Council Tax revenues	Approach		Status	⬡	Managed By	S. Mackay	Current Rating	16	Target Rating	9
Description	Decreasing rent revenue and Council Tax revenue as a consequence of poverty and benefits reduction											
Potential Effect	Impact for Council: Reduction in income; reduction in services or level of quality; Deterioration in quality / damage to housing stock. Impact for Customers: Threat of eviction; blacklisted for credit purposes; impact upon health.											
Related Actions		1. Complete Sheriff Officer retender and maximise use of third party recovery for all debts. 2. Introduce CARS. 3. Introduce payment card (Allpay/Paypoint). 4. Increase uptake of Direct Debt for all income streams. 5. Provide online access to Council Tax balances for customers. 6. Improve reporting capabilities of Council Tax system			Internal Controls	Corporate Recovery and Write Off Policy, established billing, collection and recovery procedures, embedding rigorous performance management and monthly performance monitoring						
Latest Note												

Housing and Community Safety Service Business Plan 2013-14   APPENDIX 1

Annual Report

KEY TO SYMBOLS

PIs		
Status	**Short Term Trends**	**Long Term Trends**
Compares actual performance with target	Compares actual performance with most recent previous	Compares actual performance with previous over the longer term
🔴 Alert	⬆ Performance has improved	⬆ Performance has improved
⚠ Warning	▬ Performance has remained the same	▬ Performance has remained the same
✅ OK (performance is within tolerance limits for the target)	⬇ Performance has declined	⬇ Performance has declined
❓ Unknown	❓ No comparison available - May be new indicator or data not yet available	❓ No comparison available

ACTIONS
Expected Outcome
✔ Meet target/complete within target dates
⚠ Will complete, but outwith target
✖ Fail to complete or cancelled

RISKS	
Current Rating = Likelihood x Impact (1 - 5)	**Status**
	🔴 Rating 16 and above
	⚠ Rating 10 to 15
	✅ Rating 9 and below
The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	

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DETAILED REPORT

CORPORATE PRIORITY OUTCOME
1) The area has a positive image and attracts people and businesses

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	-	-	-	-	83%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been included in team actions plans.	Jennifer Queripel
RGN HDR 001	Number of new and additional affordable homes brought into the housing supply	64	2	45	31	65	✅	9 newbuild council units delivered in Alva and 16 in Tullibody. The Council has purchased 20 existing properties 'off the shelf' to add to the social housing stock and 20 units 'off the shelf' to rent as homeless accommodation. The Council has met its spend target for affordable housing supply in full for 2013/14.	Susan White

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 019	Establish programme of acquisition for HRA permanent lets 2013-15 in partnership with the Scottish Government.	31-Mar-2014	100%	✔	The Council met in full its target for 20 off the shelf purchases on the HRA and claimed £500,000 in AHSB Grant. The HHC Report in March confirmed that a further 15 general needs units will be acquired in 2014/15 as a target likely to be a wider and more targeted purchase including family accommodation.	Kenny Hutton
HCS SBP 023	Complete 25 interim supported units at Hallpark, Sauchie.	28-Feb-2014	80%	✔	Hallpark project has made up time delays and aiming now to meet initial contract completion date with expected handover June 14. Specification for CCTV and link to other managed blocks agreed and now with	Kenny Hutton

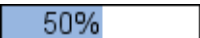| Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					contractor. Fibre link installed ready for cabling. External issues related to site levels and ramping of main entrance and car park entrance. Site visit for measuring etc agreed for 22/04/14. External garden to be to adoptable standard.	
HMO ALL 003	Let all 16 new units at The Maltings in Tullibody on completion of build.	30-Apr-2013	100%	✔	All properties now let.	Jennifer Queripel
HMO ALL 004	On completion, let 9 new units at Winnelburn Gardens Alva	31-May-2013	100%	✔	All 9 properties are now let. As a result of these lets, 6 Council properties were vacated and subsequently allocated to housing applicants from the housing list.	Jennifer Queripel
RGN HAS 018	Commence remodelling of 29-41 The Orchard Tullibody for single person units.	31-Mar-2014	40%	✔	Project re-evaluation underway to assess wider strategic options for site versus redevelopment. Brief Feasibility Study commissioned to inform way forward. Damage to property has been assessed and priced. Site secured with appropriate signage in place.	Kenny Hutton
RGN HDR 001	Deliver the Strategic Housing Investment Plan and Strategic Local Programme for 2013-18	30-Jun-2013	100%	✔	Update on housing investment presented to HH&C October 2013 with further update in March 2014. Revised HRA financial contribution for 13/14 and 14/15 agreed which will include new build on Fairfield school site, with provisional discussions with Kingdom HA regards acquisition of Tullis site underway. This should inform spend against target for Affordable Housing Supply Budget by 31/03/14.	Kenny Hutton
RGN HDR 002	Develop new Clackmannanshire Housing Strategy Action Plan	31-Mar-2014	100%	✔	CHS update was presented to Alliance Community Wellbeing and Business, Skills and Jobs partnership groups in February with a full update on process and progress on the Action Plan up to year 2 of the Strategy. The Action Plan longer term outcomes will continue to be developed and updated with partners to ensure that key strategic actions and links are included and integrated within the Plan.	Kenny Hutton

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CORPORATE PRIORITY OUTCOME

2) Our communities are more cohesive and inclusive

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
FAM HPI 013	15iii) The number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage	93.53%	99.49%	99.96%	99.96%	99.96%	✅	There are 2 properties that do not meet the SHQS energy efficiency standard. These properties are programmed to be brought up to the standard during the year 14/15.	Owen Munro
HCS CUS 002	% tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	-	-	-	-	79%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS RGN 002	No. long-term private sector empty homes brought back into use by direct intervention	-	-	-	20	14	⚠️	In addition to these 14 units, almost £48k in Council Tax revenue will be generated next year on properties identified to be no longer empty, so not entitled to Council Tax discount. £75k from the Empty Homes fund will be carried forward into 14/15 to fund 10 units to be brought back into use.	Kenny Hutton
HMO ALL 013	The percentage of new tenants satisfied with the lettable standard when moving in - used for SHBVN & report to tenants	97%	99%	100%	98%	96%	⚠️	With 96% of new tenants satisfied with the condition of the property when let, this is down on last year's result. This disappointing result may, in part be due to the sheer level of voids repaired and let in the year.	Francine Abercrombie; Jennifer Queripel
HMO ALL 041	Total number of lets (including new builds and OTS)	360	383	352	N/A	461	📈	461 properties were let in the year. This is an increase of 109 properties let compared with the previous year when 352 properties were let. Of the 461 properties let in 2013/14, 20 were new build properties (16 at The Maltings, Tullibody, and 4 at Winnelburn, Alva), 5 were the refurbished units at Winnelburn and 10 were off the shelf purchases.	Cheryl Bowden; Jennifer Queripel
HMO ALL 043	Percentage lets to statutory homeless applicants	41 %	47 %	36 %	50 %	39 %	⚠️	39% of all lets in the year were made to homeless applicants. This is slightly	Cheryl Bowden; Jennifer Queripel

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
								higher than the previous year when 36% of lets went to homeless applicants. As over 85% of all homeless applicants need a 1 bedroom property, the proportion of lets to homeless applicants depends on the availability of vacant 1 bedroom properties during the year.	
HMO ALL 047	Total number of lets to transfer (existing tenants)	51	43	74	N/A	87	📊	A total of 87 lets were made to existing tenants (transfer applicants) in 2013/14. This makes up 19% of total lets.	Cheryl Bowden; Jennifer Queripel
HMO ALL 048	Total number of lets to Homeless Applicants/Households	147	179	125	N/A	178	📊	178 of all lets in 2013/14 were made to homeless applicants. This equates to 39% of all lets in the year.	Cheryl Bowden; Jennifer Queripel
HMO ALL 049	Total number of lets to housing waiting list applicants	152	149	150	N/A	195	📊	A total of 195 lets in the year were made to applicants on the housing waiting list, which is just over 42% of all lets in the year.	Cheryl Bowden; Jennifer Queripel
HMO ALL 050	Total number of lets from other sources	10	12	3	N/A	1	📊	There was one property that was let in this category. This was a property that was let to Social Services on a temporary basis to accommodate a vulnerable young person.	Cheryl Bowden; Jennifer Queripel
HMO ALL 055	% Housing applicants receiving a Personal Housing Plan.	-	-	-	50%	-	-	All housing applicants will receive a Personal Housing Plan now that the Housing Options Service is being delivered from the Home@Clacks facility at Kilncraigs.	Jennifer Queripel
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.	-	-	-	-	51.73%	-	There were 758 offers made in the year of which 399 were refused. It is anticipated that the level of refusals will reduce with the roll out of a more customer focussed approach to assessment of housing need, gathering information about the customers preferences, and advertising more of our properties.	Cheryl Bowden; Jennifer Queripel
HMO ALL 061	The average number of offer per Let including New-Build & OTS	1.9	1.9	2.1	1.9	2.1	🔺	With the introduction of the Housing Options Service it is anticipated that the refusal rate will reduce in 2014/15.	Cheryl Bowden; Jennifer Queripel

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
HMO ALL 072	% of existing tenants satisfied with the quality of their home	-	-	-	-	88%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HMO TEM 031	The proportion of all lets to those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months.	84.38%	86.1%	89.82%	90%	88.35%	⚠️	We have not met the target for this year with the level of tenants sustaining their tenancy for more than 1 year slightly down on last year's result. However, the result is still much improved from previous years' results and is not significantly short of the target figure.	Jennifer Queripel; Julie Strain
HMO TEM 042	No. of Acceptable Behaviour Agreements issued by the Tenancy Management Team and signed by tenants for ASB/Tenancy issues.	11	13	20	25	24	✅	An Acceptable Behaviour Agreement is a voluntary agreement between the person who is behaving antisocially and any other relevant people (for example, the police, the council or social workers). The aim is to help the person who is behaving antisocially to admit to their behaviour, understand how it affects other people, and, hopefully, stop it. With 24 ABAs put in place in the year the target of 25 was not quite met. However this is an increase on the previous year and our aim was to increase the number of ABAs as they can be used in lots of different situations to tackle antisocial behaviour including stopping a person's behaviour getting worse, helping with any problems that are causing the antisocial behaviour and preventing the behaviour worsening to the extent that action must be escalated to court action.	Jennifer Queripel; Julie Strain
RGN ACC 021	Avg Cost of non HL2 TA per week - Gypsy/Travellers pitch	-	-	£56.14	-	£56.28	✅		Kenny Hutton
RGN ASN 002	% Satisfaction with management of Gypsy/Traveller site	-	-	-	-	100.00%	✅	Of the occupants of the site who were surveyed, all indicated that they were fairly satisfied with the management of the site. This is a Scottish Social Housing Charter indicator which measures all	

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
								services provided by the landlord to ensure sites are well maintained and managed.	

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 022	Progress to bring all social housing stock up to Scottish Housing Quality Standard (SHQS) by end of March 2015	31-Mar-2014	100%	✔	The target for 2013/14 was to ensure that 96% of stock meets SHQS by 31st March 2014 which has been met. The remaining element to be completed as reported to Council in February are the door entry installations in mixed tenure flats. An on-site examination of the Council's SHQS systems and progress was conducted in March 2014 by the Scottish Housing Regulator. This found the Council's data gathering and systems were robust and the reported progress against the Scottish Housing Quality Standard was reliable. As a result, no further engagement is proposed.	Murray Sharp
HMO ALL 001	Implement Abritas system to deliver Personal Housing Plans.	31-Mar-2014	100%	✔	The Abritas system is now fully implemented with all new customers receiving a Housing Options interview and a Personal Housing Plan.	Jennifer Queripel
HMO ALL 002	Implement new Allocations Policy	31-Dec-2013	100%	✔	Allocations Policy now successfully implemented.	Jennifer Queripel
HMO HBM 001	Develop and implement a Council process for meeting the new requirements of the Scottish Housing Regulator, including the new Social Housing Charter Annual Report for tenants.	31-Mar-2014	100%	✔	Performance monitoring framework in place along with approach to self assessment.	Jennifer Queripel
HMO TEM 001	Implement revised Tenancy Management ASB procedures.	31-Jul-2013	100%	✔	All tenancy management staff have been trained in the revised ASB procedures and they have been implemented. Consistency checks continue to be carried out to ensure that procedures are being followed and to identify and further training needs.	Jennifer Queripel
HMO TEM 002	Implement risk assessment and early intervention framework for those at risk of tenancy failure.	30-Nov-2013	100%	✔	System now in place to identify new tenants who may be at risk of failing in tenancy, and process in place for early intervention by Housing Officer.	Jennifer Queripel
RGN HAS 003	Introduce a Rent Deposit Scheme.	30-Dec-2013	50%	✔	Revised and now part of the 14/15 budget round.	Kenny Hutton

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
RGN PSH 001	Implement a programme to bring ten long-term, private sector, empty homes back into use, using Empty Homes Loan Fund.	28-Mar-2014	100%	✔	£75k received from Scottish Government via Empty Homes Loan Fund, This is being carried forward to 2014/15 and criteria for spend being reviewed by the Government.	Kenny Hutton
RGN PSH 002	Employ an Empty Homes Liaison Officer	30-Apr-2013	100%	✔	Empty Homes Liaison Officer appointed by Shelter April 2013. Post funded and shared between Clacks, Stirling and Falkirk Councils with additional funding from Scottish Government	Kenny Hutton

CORPORATE PRIORITY OUTCOME
4) Our communities are safer

Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
RGY EHE 002	The average time between the time of the complaint and attendance on site for complaints requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004.	10.70 hrs		3.82 hrs	6.00 hrs	3.56 hrs	✅	Attendance on site to calls **not** dealt with under Pt 5 ASB Act continues to be within target.	Kenny Hutton; Wilson Lees
RGY EHE 003	The average time between the time of the complaint and attendance on site for complaints dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004.	0.30 hrs	0.30 hrs	0.23 hrs		0.00 hrs	📈	Noise will no longer be dealt with under Pt 5 of the ASb Act. The noise resolution has also been changed from 24/7 to 8am to midnight 7 days per week. The Community Wardens are currently being trained for authorisation under pt 5 ASB Act.	Kenny Hutton; Wilson Lees
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	-	-	-	75%	74.7%	✅	Just under 75% of asb cases reported during the year were resolved within the agreed target of 20 weeks. There were 323 asb cases opened between 1st April 2013 and 31st March 2014. Of the 254 cases that were closed on or before 31st March 2014, 13 were outwith the agreed target of 20 weeks.	Julie Strain

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 001	Develop a draft three-year Community Safety Strategy ready for consultation and implementation in 2014/15.	31-Mar-2014	100%	✔	The Community Safety Strategy was submitted in April to the Council Corporate Management team for comment and will now go to the Clackmannanshire Alliance for full ratification.	Kenny Hutton; Cherie Jarvie
HCS SBP 002	Review CCTV arrangements to better support community safety	31-Mar-2014	75%	✔	At the final Strategic meeting of the FV CCTV Partnership both Stirling and Clackmannanshire Council's noted their intention to fully review their commitment giving 1 year contractual notice of their right to remove from the Partnership. This year therefore will complete the strategic review of evidence from cameras and an evaluation of upgrade and network costs. The Council aim to provide greater value for money and improved integration of CCTV with Council Services and priorities.	Kenny Hutton
HCS SBP 003	Implement a robust approach to tackling anti-social behaviour.	31-Mar-2014	100%	✔	The Council has in partnership with Police Scotland formed a Multi Agency Tasking and Coordination group (MATAC) which will focus upon the risk presented by offenders and their victims as well as upon place. The work will inform action by landlords Community Warden;'s and Community Police. This group will report to the Community Safety Partnership and will be used to inform priorities and staff training.	Kenny Hutton
HMO TEM 003	Implement a monitoring system to report on the number of anti-social behaviour cases reported in the year that were resolved within the locally-agreed target of 20 weeks.	30-Sep-2013	100%	✔	Monitoring system implemented and now in use to manage and report on performance relating to ASB cases.	Jennifer Queripel

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CORPORATE PRIORITY OUTCOME
5) Vulnerable people and families are supported

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
FAM HPI 034	The landlord's wholly owned stock - Number of properties used for temporary accommodation at the end of the reporting year	-	-	-	-	83		There were 83 Council owned properties used for temporary accommodation in 2013/14.	Owen Munro
HMO TEM 033	The proportion of lets to Homeless priority applicants where the tenancy was sustained for a period of at least 12 months.	84%	90%	85%	87%	86%		With 86% of homeless applicants sustaining their tenancy for at least 12 months this is a slight improvement on the previous year but falls just short of the target. Ensuring that early and appropriate support is in place for homeless applicants to reduce the risk of tenancy failure is a key priority for the service with the aim of increasing the number of homeless applicants who succeed in their tenancy.	Jennifer Queripel; Julie Strain
HMO TEM 039	No. of Abandonments completed by the Tenancy Management Team each calendar month.	51	43	39		51		With 51 tenants abandoning their tenancy in the year, this is a disappointing result. Work is currently underway to improve identification of the support needs of housing applicants and the provision of appropriate support, including intensive tenancy management, particularly at the early stages of a tenancy.	Jennifer Queripel; Julie Strain
RGN AOR 001	% of households requiring TA to whom an offer was made	-	100.0%	100.0%	100.0%	99.2%		The Council has a statutory responsibility to make temporary accommodation available to all homeless persons who are without accommodation. At 99.2% the service is close to meeting its target but further analysis is required to determine whether the shortfall is due to recording errors or a training need.	Wilson Lees
RGN AOR 002	% of TA offers refused - Total	-	-	-	-	10.93%		The Council has a statutory responsibility to make temporary accommodation available to all homeless persons who are without accommodation. A small	Wilson Lees

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Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
								percentage of those offered accommodation will refuse the offer choosing, instead, to make their own arrangements. National data is not yet available to determine whether the refusal rate in Clackmannanshire is out with the norm.	
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation	-	-	-	-	92.31%		The satisfaction rate for the temporary accommodation offered is high. The Council is developing new, high quality, accommodation and moving away from the use of B&B accommodation which has a, generally, low satisfaction rate.	Wilson Lees
RGN HAP 001	New Homelessness applications received in period	763	708	522	470	479		The number of Homeless applications fell by 8% in 2013/14 continuing the downward trend. National comparisons are not yet available for the financial year 2013/14 but figures for the calendar year 2013 show an 11.5% reduction across Scotland and 27% for Clackmannanshire.	Wilson Lees
RGN HES 001	Number of visits by Fuel Energy Team	-	-	603	-	556		Service is demand led. Outcome for clients is to help the most vulnerable avoid falling into fuel poverty by delivering advice on energy use and affordable warmth.	Kenny Hutton; Susan White
RGN HES 002	Accumulated annual savings following energy and fuel debt advice	-	-	£91,061.00	-	£136,670.00		The Council employs two members of the WISE group to provide a range of advice and information on home energy. This includes assistance with the most effective use of their heating system, advocacy with Utility Companies in agreeing the best tariff, reduced payment plans and fuel debt advice.	Susan White
RGN HES 003	The number of referrals for fuel debt advice from social landlords completed within six weeks of new tenancy.	-	-	-	-	-	-	Figure currently unavailable. Monitoring system being set up with the Wise Group. Procedure agreed with landlords allowing for contact to be made with all new tenants, who are offered a home energy visit once they have settled in.	Susan White

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Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
RGN HSA 044	Avg. days between homeless registration and offer	184	231	298	150	263	🛑	The average length of time a homeless household waits to be offered permanent accommodation has fallen in 2013/14. Waiting times for larger properties has decreased whilst times for one bedroomed properties has increased. This figure represents the average waiting time for all property sizes.	Wilson Lees
RGN HST 051	Housing Support assessments against those offered under statutory duty.	-	-	-	100	97	✅		Wilson Lees; Elaine O'Hanlon

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HDR HES 008	Visit all new tenants to give fuel debt advice and seek referrals from all fuel-poor households.	31-Mar-2014	100%	✔	All new tenants will now get a visit from the Home Energy Team with streamlined referral routes agreed with OVHA and Clacks Council	Kenny Hutton
HMO TEM 004	Refine and develop framework of intensive tenancy management interventions (including schedule of regular visits from Housing Officer)	30-Dec-2013	100%	✔	A recording and monitoring system is now in place to manage all tenancies requiring additional visits and help to maintain the tenancy. All intensive tenancy management cases now have plans detailing the nature of additional measures in place and the frequency of visits to monitor the tenancy. These plans are developed with agreement of the tenant before the tenancy starts to minimise the risk of tenancy problems or failure.	Jennifer Queripel
RGN HAS 001	Introduce the housing support assessment from S32b of 1987 Housing Act for all applicants at risk of homelessness.	30-Jun-2013	100%	✔	New legislative procedure in place for al homeless and potential homeless apps. Project complete. Substantial increase in referrals noted. (50% increase by 31/03/14.	Kenny Hutton

CORPORATE PRIORITY OUTCOME
7) Health is improving and health inequalities are reducing
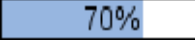
Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
FAM HPI 046	The number of approved medical adaptation applications completed.	-	-	-	-	56			Willie McLaughlin

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 005	Review and develop clear plan for adaptations in all tenures.	27-Mar-2014	90%	✔	Meeting to be set up with Council Procurement Officer Derek Barr and Adult Care Manager Maureen Dryden to include streamlining processes and future contractual delivery of minor adaptations. Info requested from Soc Services re integration with Health as this will have major impact. Current problems with fragmentation in the system for assessment and delivery. Target revised for end of May.	Kenny Hutton
HCS SBP 016	Implement workforce training plan to raise awareness of service-users with drug and alcohol issues.	31-Mar-2014	100%	✔	Strada Training now complete for 51 staff with Draft Report complete Jan 2014. Shadowing of Signpost for staff as follow up training now well advanced.	Kenny Hutton
RGN HAS 004	Implement outcomes of Mental Health pilot in Homelessness.	30-Dec-2013	100%	✔	The first Mental Health and Housing clinic went ahead on the 22nd of January 2014 and all three available appointments were allocated. The next clinic will be held at Lime Tree House on Wednesday 26th February between 1 and 3 pm. --	Kenny Hutton
RGN PSH 003	Implement new S72 Scheme of Assistance.	30-Apr-2013	100%	✔	Revised Scheme of Assistance approved by Housing, Health and Care Committee on 21 March 2013.	Kenny Hutton

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8) The environment is protected and enhanced for all

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
HCS RGN 004	CO2 emissions from housing in Clacks.		27,000	-	-	-	-	System to collate this info being set up with Wise Group. Partial data available; from Home Energy visits to 603 customers in 2012/13 there were 251 tonnes reduced emissions and in 2013/14, 556 visits brought 236 tonnes of reduced co2.	Susan White

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HDR HES 001	Develop a Renewable Energy Plan to assist residents to reduce their energy costs.	31-Mar-2014	85%	✔	A draft Report with consultation outcomes ready for sign off by the Partnership. Renewed focus following recent Government consultations on renewables. Partnership meeting deferred to June 2014.	Kenny Hutton
HDR HES 002	Bid for HEEPS area-based scheme	30-Apr-2013	100%	✔	Due to UK Govt change in ECO funding the financial aspects of the project have been remodelled resulting in a possible reduction in units. Allocation will however be expended as targeted.	Kenny Hutton
HDR HES 003	National Retrofit Programme pilot allocation implementation with Edison and N-Power, external wall insulation and PV.	31-Mar-2014	100%	✔	Complete. External Wall Insulation to 97 properties, 8 air source heat pumps and 8 solar thermal systems installed and 69 fitted with photo voltaics.	Kenny Hutton; Susan White
HDR HES 004	Complete UHIS 2012-13 programme	30-Sep-2013	100%	✔	Project Complete	Kenny Hutton
HDR HES 005	Develop a Green Deal and ECO Maximisation Plan in Clackmannanshire (4-year programme)	31-Mar-2014	100%	✔	The impact of recent Government changes to ECO will impact upon longer term Programme financing for both HEEPS ABS and EESSH which is therefore under review to establish the full scope of the programme over 4 years.	Kenny Hutton
HDR HES 006	Production of heat and fuel poverty mapping in Clackmannanshire.	31-Mar-2014	100%	✔	Project Complete but requires routine updates. Part of Home Analysis Database work with Scottish Government to help assess future bids.	Kenny Hutton
HDR HES 007	Progress towards eliminating fuel poverty in Clackmannanshire in line with Scottish Government aims to ensure that by November	31-Mar-2014	70%	✔	The Council has 2 Fuel Poverty Advisers employed by the Wise Group. They have secured over £300k in individual financial savings for the most vulnerable in	Kenny Hutton

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
	2016, so far as is reasonably practical, people are not living in fuel poverty in Scotland.				the community and have contributed to securing £11.3m in energy efficiency improvements to local homes. Strong partnerships have been developed between the advisers and the NHS and local support groups. Surgeries have been established at Clackmannanshire Mental Health Unit, the Community Health Centre and drop in centres at Hawkhill Community Centre, Tullibody Families Units, Sauchie Food bank (Active8).	

CORPORATE PRIORITY OUTCOME
9) The Council is effective, efficient and recognised for excellence

Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
SAP S01 HCS	Staff survey - Housing & Community Safety staff - I am satisfied with my job	50.0%	67.7%	66.7%	69.7%	62.5%	⚠️	Clarity from revised Community and Regulatory Service and Housing and Community Safety structures, a revised People Strategy and a review of the corporate PRD system are hoped will improve job satisfaction.	Garry Dallas; Ahsan Khan
SAP S03 HCS	Staff survey - Housing & Community Safety staff - I am proud to work for the Council	42.0%	51.6%	44.3%	47.3%	50.0%	✅	Clarity from revised Community and Regulatory Service and Housing and Community Safety structures is hoped will improve the number of staff feeling proud to work for the Council.	Garry Dallas; Ahsan Khan
SAP S04 HCS	Staff survey - Housing & Community Safety staff - I feel that the Council is an equal opportunities employer	56.0%	69.4%	76.3%	79.3%	79.2%	✅	The new corporate People Strategy, due to go to Council in the summer, is hoped will enable us to continuously improve being an equal opportunities employer.	Garry Dallas; Ahsan Khan
SAP S05 HCS	Staff survey - Housing & Community Safety staff - I have the materials, information and support I need to do my work	32.0%	59.7%	53.6%	56.6%	54.2%	✅	Clarity from revised Community and Regulatory Service and Housing and Community Safety structures is hoped will improve how staff feel about the materials, information and support they need to do their job.	Garry Dallas; Ahsan Khan
SAP S06 HCS	Staff survey - Housing & Community Safety staff - I intend to continue working for the		69.4%	72.2%	75.2%	70.8%	⚠️	The revised corporate People Strategy will introduce better arrangements to develop	Garry Dallas; Ahsan Khan

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Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
	Council							our existing staff, including: e-learning; mentoring / coaching; succession planning; and growing our own, which is aimed at improving the number of staff continuing to work with the Council.	
SAP S12 HCS	Staff survey - Housing & Community Safety staff - I receive feedback from my line manager	39.0%	53.2%	53.6%	56.6%	58.3%	✅	During 2014/15, the Housing and Community Safety service will review the way we all communicate, including looking at new ways to improve communication both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input.	Garry Dallas; Ahsan Khan
SAP S14 HCS	Staff survey - Housing & Community Safety staff - My senior managers demonstrate strong and consistent leadership skills	27.0%	38.7%	26.0%	29.0%	30.4%	✅	The Housing and Community Safety service fully supports the corporate commitment to develop its Leadership and Management Development programme and expand it to include Team Leaders and aspiring managers.	Garry Dallas; Ahsan Khan
SAP S15 HCS	Staff survey - Housing & Community Safety staff - I have a Performance Review & Development meeting at least once a year	86.0%	72.6%	64.2%	67.2%	79.2%	✅	The Housing and Community Safety service fully supports the corporate review of the PRD process to ensure learning and development is linked to business need, the needs of the post and the aspirations of the individual. The clarity of service structures will also help to ensure that PRDs are undertaken.	Garry Dallas; Ahsan Khan
SAP S23 HCS	Staff survey - Housing & Community Safety staff - I get health and safety information which is relevant to me and my work	59.0%	75.8%	70.8%	73.8%	79.2%	✅	The Housing and Community Safety service will review its internal communications with staff to ensure everyone has sufficient access to and receives timely updates on all health and safety information.	Garry Dallas; Ahsan Khan
SAP S25 HCS	Staff survey - Housing & Community Safety staff - I am encouraged to make suggestions to improve the service	51.0%	66.7%	60.8%	63.8%	60.9%	✅	The Housing and Community Safety Service will review the way we all communicate, including looking at new ways to improve communication, both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input. Also, the	Garry Dallas; Ahsan Khan

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Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
								service fully supports the corporate relaunch of the staff suggestion scheme.	
SAP S27 HCS	Staff survey - Housing & Community Safety staff - I have contributed to my team's future plans	64.0%	77.8%	69.8%	72.8%	66.7%	⚠️	The Housing and Community Safety service fully supports the corporate review of the PRD process to ensure learning and development is linked to business need, the needs of the post and the aspirations of the individual. The clarity of service structures will also help to ensure that all staff contribute to team plans.	Garry Dallas; Ahsan Khan
SAP S30 HCS	Staff survey - Housing & Community Safety staff - I feel that communication across my service/team is good	35.0%	39.7%	39.6%	42.6%	41.7%	✅	During 2014/15, the Housing and Community Safety service will review the way we all communicate, including looking at new ways to improve communication both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input.	Garry Dallas; Ahsan Khan
HCS CUS 001	% tenants satisfied with the overall service provided by their landlord	-	-	-	-	90.94%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS CUS 004	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	-	-	-	-	81%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS CUS 007	Percentage of tenants who feel the rent for their property represents good value for money	-	-	-	-	80%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS CUS 018	Percentage of Housing and Community Safety service with CSE accreditation		95%	100%	100%	100%	✅	Rolling programme 2 assessment undertaken 3rd October 2013. A total of eight compliance pluses now achieved.	Kenny Hutton; Ahsan Khan; Jennifer Queripel
HCS PPL 001	Percentage sickness absence level in Housing and Community Safety service.		6.06%	4.59%	6%	4.91%	✅		Garry Dallas; Ahsan Khan

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
HCS PPL 002	% Staff turnover in Housing and Community Safety				14.0%	11.7%	✅		Garry Dallas; Kenny Hutton; Ahsan Khan; Jennifer Queripel
HMO ALL 005	Average length of time taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	48	33	39	40	40	✅	The average turnaround time for all properties let in the year was 40 days. This is similar to our performance in the previous year. However, in 2013/14 the volume of void properties turned around was significantly greater. In addition to this, additional work was carried out by the teams, including the review and implementation of the new Allocations Policy, purchasing properties to add to our stock, managing new build and refurbishment projects and developing and delivering the new Housing Options Service.	Francine Abercrombie; Jennifer Queripel
HMO ALL 041	Total number of lets (including new builds and OTS)	360	383	352	N/A	461	📈	461 properties were let in the year. This is an increase of 109 properties let compared with the previous year when 352 properties were let. Of the 461 properties let in 2013/14, 20 were new build properties (16 at The Maltings, Tullibody, and 4 at Winnelburn, Alva), 5 were the refurbished units at Winnelburn and 10 were off the shelf purchases.	Cheryl Bowden; Jennifer Queripel
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock	393	352	426	N/A	401	📈	The number of properties becoming empty during the year (excluding newly acquired and new build) was 401. This is slightly less than 2012/13 when 426 properties became void.	Cheryl Bowden; Jennifer Queripel
HMO ALL 071	The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained lettable stock.	-	-	-	N/A	8.3%	📈	This is one of the new indicators included in the Scottish Social Housing Charter and measures the number of normal lettable self-contained dwellings that became empty during the last reporting year, e.g. the number of tenancies that have ended or that have been repossessed during the reporting year as a percentage of self	Cheryl Bowden; Jennifer Queripel
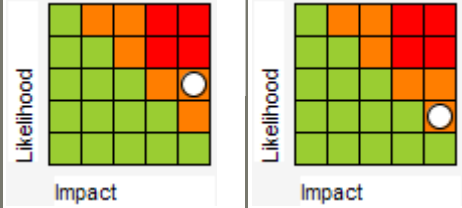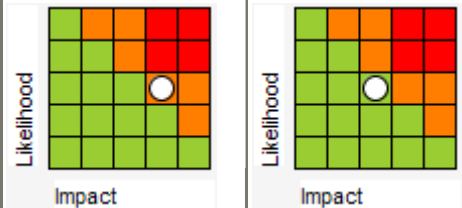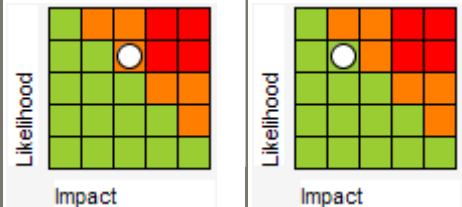
Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
								contained lettable stock.	
HMO HBM 018	The percentage of Councillor Enquiries that were responded to within the timescale allocated to them	-	93.02%	92.44%	96%	97.06%	✅	The service received 99 Councillor enquiries in the year. Performance has improved from the previous year with over 97% responded to within timescale.	Murray Sharp
HMO HBM 019	The percentage of all formal complaints received that were responded to within timescale	-	68%	79%	90%	90%	✅	Sustained improvement again has been demonstrated in meeting the requirements for complaint handling by the service and each compliant is now tracked at the weekly management meeting.	Murray Sharp

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 004	Explore opportunities with incumbent Council suppliers for a Housing Business Management System.	31-Mar-2014	100%	✔	Specific system enhancements have been approved following business cases submission to Head of Service. Lead officers and task groups have been established to take forward system developments on key service areas.	Jennifer Queripel
HCS SBP 006	Implement measures within the Housing and Community Safety Service that monitors equality of opportunity among staff and equality impact assessments on all new and revised policies and procedures.	31-Mar-2014	100%	✔	Equality Impact Assessment are carried out on all new policies and procedures. Current approach is that staff who deliver the business are central to the redesign of processes to deliver improvements. Service training plan has been produced based on Learning and Development needs identified at PRDs, specific areas of training involve staff in design and delivery to fit work based needs. All staff have been encouraged to complete staff survey. Full staff conference took place place in March with the focus on core values and the potential of individuals to deliver excellent service and achieve our outcomes.	Elaine McCaffery; Jennifer Queripel
HCS SBP 007	Streamline / analyse key service processes within Housing and Community Safety Service via customer journey mapping.	31-Mar-2014	100%	✔	Staff in teams are actively involved in reshaping processes to improve the customer journey, specifically from point of application through to offer of secure tenancy. Further focused work to be carried out across the full service once supplier secured through the procurement process, to train staff in Lean Systems approach and redesign of processes from the	Jennifer Queripel

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					customer perspective.	
HCS SBP 008	Review approaches for provision and receipt of information, consultation and engagement between Housing and Community Safety staff.	31-Mar-2014	100%	✔	The Housing and Community Safety Service has now restructured and relocated to Kilncraigs. The Service hosted the launch of a Housing Options Service which reflects a best practice integration of all intake processes. In addition the Service now operates a joint Multi Agency Tasking and Coordination process with Police Scotland, Ochil View HA and Council Education and Social Services. The new Housing and Community Safety Service had a staff Conference in March to reflect the new Service and to agree a vision for the way forward. All Teams will now meet regularly and will be asked to consider further continuous improvement.	Kenny Hutton
HCS SBP 009	Re-positioning of all Housing and Community Safety teams as part of the corporate moves into Kilncraigs.	31-Mar-2014	100%	✔	All Housing Teams now comfortably set up in Kilncraigs and working well in new surroundings.	Murray Sharp
HCS SBP 010	Define the Housing and Community Safety Service resource and structure.	31-Mar-2014	100%	✔	Staff review completed and agreed with trade unions. New structure being implemented with Kilncraigs move.	Kenny Hutton; Jennifer Queripel
HCS SBP 011	Create and implement a Customer Insight Table that identifies all current and potential customer groups.	31-Aug-2013	100%	✔	Individual Team Leaders across Housing and Community Safety, created individual organisational charts incorporating customer and tenant engagement. This has been summarised into a collective document and table which highlights our overall engagement and how this features into service and team reviews.	Kenny Hutton; Jennifer Queripel
HCS SBP 012	Assess and refine public performance reporting approaches in place within Housing and Community Safety.	31-Aug-2013	100%	✔	Performance information for 2012/13 reviewed and benchmarked. Information for customers and tenants placed on Clacksweb. Outline proposals for reporting against the Charter have developed and discussed with tenants and the Federation.	Kenny Hutton; Jennifer Queripel
HCS SBP 013	Measure the corporate comments and complaints procedure for efficiency and effectiveness	31-Aug-2013	100%	✔	Linked to HCS SBP 014. Survey results from corporate comments and complaints will feed into service improvements.	Kenny Hutton; Jennifer Queripel
HCS SBP 014	Establish customer satisfaction with complaints outcome across Housing and Community Safety.	31-Aug-2013	100%	✔	Corporate satisfaction survey adopted by Housing and calls to complainers being made by Business Support. Learning and improving from feedback from complainers is a key a action for the service from the	Jennifer Queripel

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					Scottish Social Housing Charter.	
HCS SBP 015	Establish a baseline customer satisfaction figure for the Housing and Community Safety service.	31-Mar-2014	100%	✔	The full report on the results of the Tenant Satisfaction and Aspiration survey was completed in October 2013. Key improvement actions will be taken forward in the 2014/15 Housing and Community Safety Service Business Plan.	Jennifer Queripel
HCS SBP 017	Implement adequate monitoring arrangements of the Housing Revenue Account Financial Business Plan 2013-18.	31-Jan-2014	100%	✔	Monitoring arrangements of the Housing Revenue Account were discussed and agreed with the Tenants Federation on 6th February. Work with the Federation has already begun on meeting the guidance requirements on the operation of HRA's in Scotland.	Kenny Hutton
HCS SBP 018	Review tenant rent levels for different types and sizes of properties, in partnership with Revenues Services.	31-Jan-2014	100%	✔	Research and options presented to all members on 26th August. Members have commented that this is not the appropriate time to put the options to the tenant base.	Kenny Hutton
HCS SBP 020	Implement Annual Governance Statement Improvement Plan	30-Sep-2013	100%	✔	Annual Governance Statement Action Plan presented at Housing, Health and Care Committee in August 2013. Specific actions have been assigned to lead officers for implementation.	Kenny Hutton; Jennifer Queripel
HCS SBP 021	Implement staff training plan	31-Dec-2013	100%	✔	Service training plan has been developed to include individual learning and development needs identified at PRDs and service wide training requirements. The training plan has been finalised and has now been implemented.	Kenny Hutton; Jennifer Queripel
HCS SBP 024	Review all health and safety risk assessments for all staff and teams	02-Dec-2013	100%	✔	The full suite of health and safety risk assessments have been reviewed and all staff have read, agreed and signed them.	Kenny Hutton; Jennifer Queripel
HCS SBP 025	Open Housing Options shop.	10-Mar-2014	100%	✔	Housing Options Shop is now open.	Jennifer Queripel
HCS SBP 026	Review business processes and map customer journey with supplier once agreed procurement route for HBMS is established.	31-Mar-2014	100%	✔	Procurement process now underway for supplier to train staff in Lean Systems Approach, to redesign processes in line with enhancements to current IT systems, to deliver improvements and efficiencies.	Jennifer Queripel
HMO HBM 002	Complete the HRA Financial Business Plan review and prepare report for Council approval.	30-Jun-2013	100%	✔	The HRA Financial Business Plan, including all recommendations, was agreed by Council on 27th June 2013.	Jennifer Queripel

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HMO HBM 003	Roll out the Customer Satisfaction Measurement Toolkit throughout Housing and Community Safety.	31-Mar-2014	100%	✔	A number of satisfaction surveys are now in place across the Housing Service. Although not all of these are in the format of CSMT, they meet the needs of the individual service areas.	Jennifer Queripel
RGN HAS 005	Implement business case for fifty additional homeless units (off-the-shelf)	31-Mar-2014	100%	✔	Capital bid approved for 17 additional units in Alva to match fund Government allocation of £782 under the Town Centre Housing Fund. A CPO Hearing date is set for 30th April 2014. Meanwhile the Council in anticipation continue to progress plans for demolition and Design Build of the project. Feasibility Studies are nearing completion for 2 potential additional projects in Alloa should finance be made available. This will complement the acquisition of 20 further dispersed lets acquired off the shelf in 2013/14.	Kenny Hutton
RGN HDR 003	Develop clear systems for delivering and recharging for Factoring Services in mixed-tenure estates, as defined in the Statement of Services.	31-Mar-2014	75%	✔	Block information now complete and process charts also now complete.	Kenny Hutton
RGN HDR 004	Complete review of voluntary sector engagement and monitoring arrangements	31-Dec-2013	100%	✔	Review complete and confirmation to Service Committee that all projects now have SLA's in place. Training carried out for Monitoring officers with further training planned. Central evaluation of voluntary organisations conducted with outcome taken as part of wider 14/15 budget setting process.	Kenny Hutton

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ID & Title	HCS SRR 001 Staff Health and Safety	Approach	Treat	Status	⚠	Managed By	Ahsan Khan	Current Rating	15	Target Rating	10
Description	Location and safety of lone workers is not accounted for										
Potential Effect											
Related Actions						Internal Controls					
Latest Note	Health & Safety Risk Assessments carried out for all staff and regular item on Team Meeting agendas.										

ID & Title	STC HSG 001 Governance	Approach	Treat	Status	⚠	Managed By	Ahsan Khan	Current Rating	12	Target Rating	9
Description	Governance arrangements are not fit for purpose										
Potential Effect	Risk of overspend through lack of regular budget monitoring and scrutiny. Governance Structure for delivering housing priorities is not fit for purpose. HBMS Programme fails to deliver expected outputs and cost reductions. Performance Framework is not fit for purpose. The Council's policies, procedures and strategies are not adhered to, i.e. Contract Standing Orders and Financial Regulations.										
Related Actions						Internal Controls					
Latest Note	HRA Board, Annual Governance Framework and Improvement Plan, Budget Challenge, monthly Budget meetings, HBMS Project Board, Policy Review Framework, Performance Management Framework.										

ID & Title	STC HSG 004 Customer Service	Approach	Treat	Status	⚠	Managed By	Ahsan Khan	Current Rating	12	Target Rating	8
Description	Strategic risk - Lack of customer understanding										
Potential Effect	Service doesn't assess and prioritise service delivery according to customer needs: Service does not meet statutory responsibilities. Political backlash. Reduced customer satisfaction										
Related Actions						Internal Controls					
Latest Note	Implement CSE action plan, implement the Customer Satisfaction Measurement Toolkit.										

ID & Title	STC HSG 005 Staff Management	Approach	Treat	Status	⚠	Managed By	Ahsan Khan	Current Rating	12	Target Rating	

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Description	Increased commitments and demands upon staff					
Potential Effect	Increase in absence Poor morale Lower performance					
Related Actions				**Internal Controls**		
Latest Note	Structure review nearing completion. Discussions with staff and trade union ongoing.					

ID & Title	STC HSG 011	Do not fully explore the ALEO / SLAs assessment processes	**Approach**	Treat	**Status**	✓	**Managed By**	Ahsan Khan	**Current Rating**	9	**Target Rating**	3
Description	Arms-length organisations / service-level agreements processes											
Potential Effect	1. Do not comply with corporate procurement policy 2. Council open to litigation/challenge over decisions 3. Do not conduct appropriate and regular performance monitoring of providers. 4. Increased costs											
Related Actions						**Internal Controls**						
Latest Note	Complete review of voluntary sector engagement and monitoring and contracting arrangements.											

ID & Title	STC HSG 003 Business Planning	**Approach**	Treat	**Status**	✓	**Managed By**	Ahsan Khan	**Current Rating**	8	**Target Rating**	
Description	Priorities are not defined or addressed										
Potential Effect	Consequences are: a) our strategic plans must reflect local and national priorities b) inability to meet the priority needs of the local population										
Related Actions						**Internal Controls**					
Latest Note	Clackmannanshire Housing Strategy approved at Council which establishes priorities for Service planning purposes.										

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Community Safety Strategy 2014-17

1. Introduction and Context

1.1. *"The Scottish Government believes that everyone has the right to be safe and feel safe in their communities. That is why we are committed to creating and supporting safer and stronger communities - where we live, work and play - in which we all take responsibility for our actions and how they affect others."*[1]

1.2. Through the Clackmannanshire Alliance, the local authority and its partners will work to improve and promote community safety across the region by focusing on a range of issues - from reducing antisocial behaviour and violence to promoting more positive behaviour, including minimising accidents in the home. It is also recognised that community safety is a key component in achieving many of the outcomes identified in the Clackmannanshire Single Outcome Agreement (SOA) 2013-2023

1.3. The purpose of this document is to summarise the approach to community safety in Clackmannanshire. It does not create new actions or repeat those contained in the plans of the partner agencies. It is for each partner agency to identify and take the actions necessary to achieve the SOA outcomes. Any gaps identified through partnership working will be referred back to the partner agency for action.

1.4. To understand the nature of the community safety issues in Clackmannanshire, and the partners' roles and responses, reference should be made to the following main documents: -

   1. Clackmannanshire Single Outcome Agreement 2013-23
   2. Clackmannanshire Community Safety Strategic Assessment 2011-14
   3. Clackmannanshire Local Policing Plan 2013-14
   4. Local Fire & Rescue Plan for Clackmannanshire 2014-2017.
   5. NHS Forth Valley Strategic Plan
   6. Sexual Health and Blood Borne Virus Framework (2011-2015)
   7. Clackmannanshire Council Service Plans.

1.5. All Council service business plans from 2014 will contain a commitment to making the necessary resources available to improve community safety working through the Local Community Planning Group.
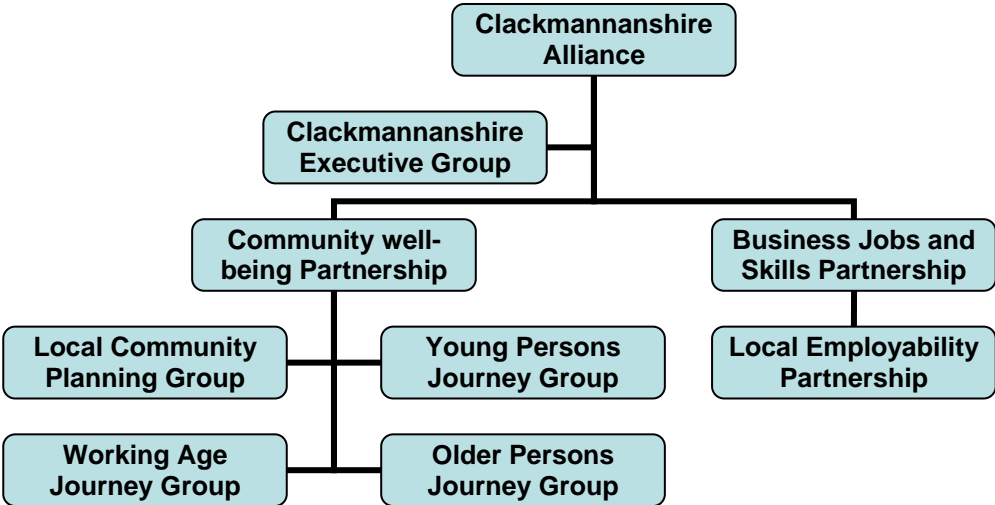
2. Community Safety Partnership Structure

2.1. In September 2013 the Clackmannanshire Alliance created four partnership groups to implement the SOA, under the overall partnership theme of Community Wellbeing. The **Local Community Planning Partnership**

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[1] http://www.scotland.gov.uk/Topics/Justice/public-safety/17141

Group was established around the sense of 'place'. The remit of the group has a broad focus on the following themes;

- Community Safety;

- Community Resilience;

- Community Enhancements and Environmental Improvements;

- Community Capacity Building and Local Community Action Plans.

2.2.   The work of the previous Community Safety Partnership was therefore subsumed into this Local Community Planning Group. It is accountable to the Clackmannanshire Alliance through the Well-being Partnership Group. The structure is illustrated below.

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                    ┌─────────────────────┐
                    │   Clackmannanshire  │
                    │      Alliance       │
                    └─────────────────────┘
         ┌──────────────────────┐
         │   Clackmannanshire   │
         │   Executive Group    │
         └──────────────────────┘
    ┌──────────────────────┐          ┌──────────────────────┐
    │   Community well-    │          │  Business Jobs and   │
    │   being Partnership  │          │   Skills Partnership │
    └──────────────────────┘          └──────────────────────┘
 ┌──────────────┐  ┌──────────────┐   ┌──────────────────────┐
 │Local Community│  │ Young Persons│   │ Local Employability  │
 │Planning Group │  │ Journey Group│   │    Partnership       │
 └──────────────┘  └──────────────┘   └──────────────────────┘
 ┌──────────────┐  ┌──────────────┐
 │ Working Age  │  │ Older Persons│
 │Journey Group │  │ Journey Group│
 └──────────────┘  └──────────────┘
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2.3.   The Local Community Planning Partnership Group is jointly led by Police Scotland's Chief Inspector Area Commander for Clackmannanshire and Clackmannanshire Council's Head of Housing & Community Safety. Members of the partnership are drawn from Council services, the Scottish Fire and Rescue Service, Police Scotland, the NHS, and the voluntary sector.

2.4.   The Group members wish to focus on practical measures to make our communities safer. Every partner agency commits to sending to meetings representatives with the authority required to make community safety happen.

2.5.   All partners recognise that community safety requires leadership and action to support strategies. The aim is to ensure that offenders are properly targeted, victims are supported effectively, local public spaces are safe, domestic violence is eliminated, fire safety promoted, accidental injuries (including vehicle related) minimised, and that all operational partners on the ground are working together. Prevention and early intervention will be at the heart of approaches to tackle causes and not just deal with symptoms.

2.6.   The Local Community Planning Partnership prepares an annual delivery plan. The Delivery Plan for 2014/15 was approved by Clackmannanshire Council's Resources & Audit Sub-committee in February 2014. This Delivery Plan sets

out the actions required to improve community safety in support of the SOA, and based on three main strategic documents; the SOA, the Local Policing Plan and the Local Fire Plan.

2.7.   The Local Community Planning Partnership Group has created a number of tasking groups to support the Delivery Plan. These groups are shown below.

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                    ┌─────────────────────┐
                    │   Local Community   │
                    │      Planning       │
                    │  Partnership Group  │
                    └──────────┬──────────┘
         ┌─────────────────────┼─────────────────────┐
┌────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│     MATAC       │   │ Violence Against │   │ Alcohol and Drugs│
│(Multi-Agency    │   │ Women Partnership│   │   Partnership    │
│ Tactical        │   │                  │   │                  │
│ and Coordinating│   │                  │   │                  │
│ Group).         │   │                  │   │                  │
└────────────────┘   └──────────────────┘   └──────────────────┘
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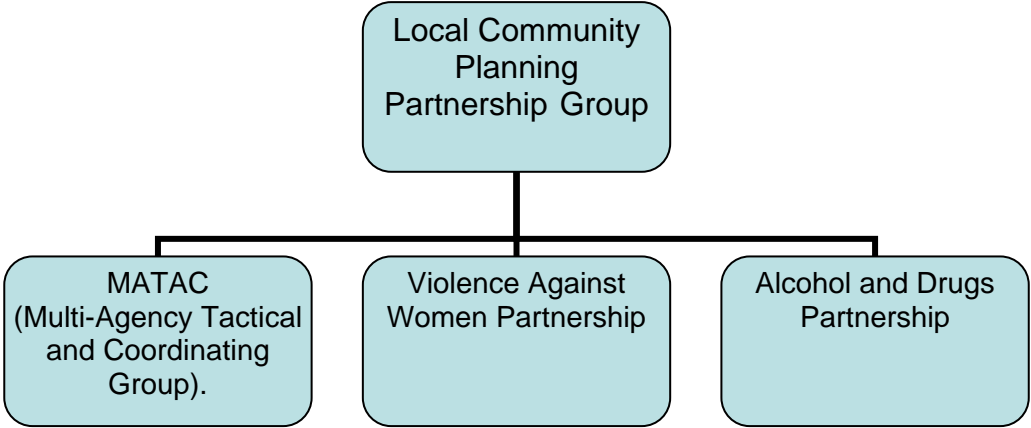
2.8.   A Multi-Agency Tactical and Co-ordinating (MATAC) process is being used to drive the work of the task groups. This process aims to provide and share intelligence on victims, locations and offenders which are cause for concern, and to target effectively the use of resources of all partner agencies.

2.9.   For each action area, a lead is identified with responsibility for implementation. Progress will be considered at each partnership group meeting, and quarterly reports submitted to the Community Wellbeing Partnership Group and thereafter to the Clackmannanshire Alliance. The Resources and Audit Sub-Committee provides the required joined up scrutiny of the performance of the Community Wellbeing Partnership, Police Scotland and the Scottish Fire & Rescue Service.

2.10. This new framework is aimed at promoting positive outcomes and helping agencies work together more effectively. Prevention, early intervention and effective local actions are central to tackling antisocial behaviour. The positive approaches and new relationships between services and the public, empowering individuals and communities, is further supported by the Council's Making Clackmannanshire Better programme.

2.11. This strategy will be reviewed every three years.

2.12. The Local Community Planning 'Place' Delivery Plan for 2014/15 setting out the actions in support of this strategy are attached as appendix 1.

Appendix

APPENDIX 1 - Clackmannanshire Local Community Planning 'Place' Delivery Plan 2014/15

ACTION AREAS	KEY PARTNERSHIP PRIORITIES	LEAD/TIMEFRAMES
OUTCOME:	**OUR COMMUNITIES ARE SAFER**	
Enhance partnership governance and collaborative working to ensure delivery of SOA outcomes.	Develop a Community Safety Strategy for Clackmannanshire. Pilot weekly MATAC process - tactical profile supported by the partnership analyst. Conduct self-assessment to ensure drive on continuous improvement. Implement joint training on partnership and collaborative working (MATAC). Review joint resourcing to maximise impact of collective resources including a review of potential opportunities for co-location of key staff.	CHAIRS K HUTTON/INSPMITCHELL CHAIRS K HUTTON/INSPMITCHELL CHAIRS
Take a victim centred approach to protecting the public through early and effective intervention and prevention	Keep people safe on the roads through educational inputs and interventions. Address domestic abuse by supporting victims and families and pursuing offenders. Further reduce the probability of domestic abuse through an early and effective prevention approach Reduce harm caused by activities of serious and organised crime as well as other threats to communities. Improve quality of life by reducing ASB (public and domestic) and tackling violent crime. Keep people safe from fires in their homes through targeted Home Fire Safety Programme and training programme for partners.	G PRYDE/K HILLS G COOK (VAW) / K HILLS G COOK (VAW) / K HILLS C JARVIE/INSP MITCHELL K HUTTON/INSPMITCHELL G PRYDE
OUTCOME/S:	**OUR COMMUNITIES ARE MORE COHESIVE AND INCLUSIVE THE ENVIRONMENT IS PROTECTED AND ENHANCED FOR ALL**	
Work in partnership to address Anti-social Behaviour	Ensure weekly ASB trends/hotspot analysis are prepared and shared with partners. Work with Community partners to implement local ASB plans and diversionary activities based on local knowledge/intelligence.	K HUTTON / INSP MITCHELL (MATAC) J BAXTER/BILL MILLER
Work in partnership to ensure a safe environment in Clacks	Work with partners, communities and businesses to implement the Government Counter Terrorism "CONTEST" strategy through identifying and supporting vulnerable people (VPR Process) and business advice. Work with key local businesses to provide advice and support on a range of risk areas - Fire Safety and Crime.	POLICE J BAXTER/G PRYDE/BJSPT
Work in partnership with communities to improve the quality of life for our residents.	Ensure that all communities have community action plans in place which identifies local aspirations and priorities. Ensure that support is in place to build capacity in communities (Asset Based Approaches) Implement a unified community engagement framework document which will be a practical resource for	M HILL(CTSI) C JARVIE J STRAIN NHS (TBC)

	partners and communities to support planning and delivery of engagement activities. This work should include details of good practice currently in place in Clackmannanshire. Put in place a comprehensive guide - 'What's On' in Clackmannanshire, list of events for 2014 and opportunities for adult learning. Review use of community assets and one-stop shops and facilitate where appropriate community ownership/co-production models of community based service delivery.	
OUTCOME:	**SUBSTANCE MISUSE AND ITS EFFECTS ARE REDUCED** **VULNERABLE PEOPLE AND FAMILIES ARE SUPPORTED**	
Reduce harm caused by Alcohol and drugs in local communities	Work in partnership to deliver the 4 themes in the Alcohol and Drugs Partnership Action Plan: • develop policies and procedures, workforce development and a communications strategy; • develop early years services in relation to substance misuse, pre-birth and early years practice; • develop services for young people and their families.	ALCCOHOL & DRUGS PARTNERSHIP S.. SNEDDON / V CORBETT
Provide support to Vulnerable People and Families	Identify vulnerable people and families and implement timely support interventions including good quality information and advice. Ensure that partner referrals are appropriate through VPR system and information sharing	CHAIRS (MATAC) SOCIAL SERVICES (TBC)

KEY PERFORMANCE MEASURES FOR EACH ACTION AREA ARE BEING DEVELOPED BY PARTNERS AND WILL BE AGREED IN JANUARY 2014.

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Appendix